



Employment Procedures for Policy 2224

Subject: Recruitment and Hiring of University Employees

Responsible Parties: Human Resources & Payroll
Diversity, Equity and Inclusion
All Hiring Departments

Posting Requirements

All faculty and classified staff positions must be advertised using the university's online applicant tracking system. Hiring authorities and department head must approve the request to post a job opening prior to the recruitment process. The individual with ultimate hiring authority will identify the specific criteria for the posting including the required and preferred qualifications. All requests for recruitment will be reviewed and approved by Human Resources prior to posting.

[Back to Top](#)

Job Announcements

Announcements *must* include the following information:

- summary of job duties;
- any educational qualifications required by law;
- any bona fide occupational requirements (BFOQs);
- any occupational certification or licensing required by law;
- hours of work if less than 40 per week, with a note indicating whether health benefits are available;
- notification if the position is "restricted" or is funded only for a finite period of time.

We also encourage the department to include:

- when providing a salary range, language that the range is commensurate with education and experience
- any preferred qualifications
- any requirement or preference for related experiences (not specific to years of experience);
- information about conditions of employment such as shift schedule, work hours, full time/part time status, requirements for background or financial check, drug testing, etc.;
- application options for forwarding materials and departmental contact information
- any other information regarding the application process that would be helpful to applicants.

Advertising

Mason works with many vendors to promote open positions. For a list of posting options contact the Talent Acquisition team at jobs@gmu.edu.

Faculty Postings

Faculty positions that are posted externally (i.e., applications considered from general public) must remain open for a minimum of two weeks or the equivalent 10 business working days. Internal faculty searches, open to current Mason employees only, may be posted for a minimum of 5 business days. **Note:** Internal faculty searches must be approved by Diversity, Equity, and Inclusion. For positions that may require additional applicant considerations such as work authorization, visa sponsorships, PERM labor certifications, etc., please consult Mason's Office of International Programs and Services (OIPS) for further job posting guidance.

Classified Staff Postings

Classified positions that are posted externally (i.e., applications considered general public) must remain open for a minimum of two weeks or the equivalent 10 business days. Classified positions posted internally (i.e., applications considered from current George Mason University employee pool only) must remain open for a minimum of one week or the equivalent 5 business days. The aforementioned posting requirements are in-line with State policy. These requirements serve as a catalyst to build diverse candidate pools in keeping with Mason's commitment as an equal opportunity employer encouraging diversity.

Posting Guidelines

The following must be considered prior to changing established close dates for Faculty and Staff searches;

- Close dates may be extended beyond the initial posting period.
- Closing dates may never be changed to less than the minimum posting time for the position category.
- If the ad states that review of applications will begin on a specific date, the closing date cannot be changed to any time prior to that date.
- Positions that are "Open Until Filled" should contain a line in the job announcement stating when review of applications will begin (that date must comply with close date rules).
- Positions that are "Open Until Filled" should close when the hiring department selects a finalist.
- Positions may be canceled at any time if the hiring department has decided not to fill the position (for budget reasons, for example). Departments should send letters to interviewed applicants to inform them of this decision.

Note: Weekends and holidays do not qualify toward equivalent business days.

Wage, Student Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled positions can be closed at any time, but should be encouraged to remain open for two weeks or the equivalent of 10 business days after which, they can be closed.

Faculty Search Process

A search committee must be established for the recruiting and hiring of university faculty positions. The primary role of the search committee is to determine which candidates will be interviewed and progress in the search process based on the required and preferred qualifications of the position description. An essential responsibility of the search committee is to ensure that all applicants are considered equitably throughout the review process. The department is encouraged to consider establishing diverse committees by seeking participants reflective of the University environment and who can bring different perspectives to the group. All scheduled interviews must be completed before a final selection decision and job offer are made.

Classified Search Process

Classified staff searches must utilize an efficient and consistent competitive hiring process that promotes equal employment opportunity and a highly effective workforce. A competitive search must review multiple applicants equitably based on the required and preferred qualifications of the employee work profile. All scheduled interviews must be completed before a final selection decision and job offer are made.

If utilizing a search committee to ensure that all applicants are considered equitably throughout the review process, the department is encouraged to consider including those who can add diversity to the committee by seeking participants reflective of the University environment and who can bring different perspectives to the group.

Note: Effective April 4, 2022, all individuals involved in a search must have attended search training jointly provided by Human Resources & Payroll and Diversity, Equity, and Inclusion (DEI) within the past year. Each participant in a search should be included in the **Search Committee** tab in the applicant tracking system. When utilizing a search committee, it must be comprised of at least three members and be identified in the online application system prior to review of applicants. The use of a search committee is not required for classified and wage positions. Please see Decentralized Hiring Procedures for more information on hiring hourly Wage, Student Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled positions.

Application Review

The University's goal is to hire the best qualified candidate for each available position. During the search, it is crucial that each online State application and supplemental materials for that particular search are reviewed. If candidates have not met the posting criteria or fail to attach the required materials, those in the search process reserve the right to not consider the applicant. This method must be applied to all applicants consistently.

Determining Viable Candidates

The hiring department will screen candidates objectively using a matrix based on the required and preferred qualifications listed in the job announcement. Once the department has selected candidates who meet the minimum requirements, preference should be given to those who are state layoff employees or veterans.

A. State Classified Layoff Employees

State classified layoff employees who meet the minimum qualifications for a vacant position must be interviewed (in-person).

Yellow Card – issued prior to individual being laid off

The candidate will be given preference to other classified vacancies in State agencies that are in the same or lower Pay Band as their current positions for which they are minimally qualified as determined by the hiring matrix;

If they are minimally qualified, **then** the candidate is given preference over any external applicant who applies for the position, not including wage employees.

If they are deemed not minimally qualified, **then** a justification must be crafted as to why and sent to Human Resources & Payroll.

Blue Card – issued to individuals a day before actual layoff date / prior to going on LWOP-layoff

The candidate is given preference to classified vacancies in other State agencies who are in the same Role as their former position and for which they are minimally qualified as determined by the hiring matrix;

If they are minimally qualified, **then** the candidate receives preference over any external applicant and wage employees of the agency.

If they are deemed not minimally qualified, **then** a justification must be crafted as to why. The justification should then be sent to Human Resources & Payroll.

A member from the search process must review the Applicant List report to determine if a Layoff candidate is in the applicant pool. Contact Human Resources & Payroll if you have any questions regarding the review and consideration of Layoff candidates.

B. Veteran Preference Consistent with the requirements of the Va. Code §§ 2.2-2903 and 15.2-1509, a veteran's military service shall be taken into consideration by the University during the selection process, provided that such veteran meets all of the requirements for the available position.

Each search must ensure that preference to veterans is given. For example, if a veteran meets the minimum qualifications for a position, those evaluating candidates in the search should consider his/her veterans status as an additional preferred qualification.

Additional consideration must also be given to veterans who have a service-connected disability rating (determined by the United States Veterans Administration).

A member from the search process must review the Veteran Report before interviewing candidates. Contact Human Resources & Payroll if you have any questions.

Interviewing

Interview questions must be written prior to the commencement of the interview process. Search participants are required to document information related to the interviews; this documentation becomes part of the recruitment file. Interview notes for classified searches must be sent to Human Resources & Payroll at the end of the search. Human Resources & Payroll will retain the file for three years. Search related documentation in faculty and administrative faculty positions must be retained in the local unit or department for one year and then archived for an additional four years. The hiring department will contact candidates selected for interviews. Interview questions must be compiled before the interview process begins and those in the search process must use the same

initial questions and take notes during all interviews. Search participants may ask follow-up questions of each candidate in response to his or her answers.

First and second round interview questions must be uploaded using the online applicant tracking system. The method of interviewing must be consistent for each applicant. Each candidate must be afforded the same opportunity to interview. Search should consider alternate methods of interviewing (phone, skype, video, etc.). The final interview should be conducted in person.

Applicant statuses should be updated as the search progresses especially for applicants that were interviewed in-person. The desired candidate for the position should have a status of “finalist” prior to sending proposed offers to Human Resources & Payroll. Candidates who are no longer being considered should have a status of “Not Hired” at which point a Reason for Non-Selection should be selected. As mentioned, these status changes should happen prior to moving forward with an offer.

Reference Checks

Once the top candidate has been selected, reference checks must be completed prior to moving forward with recommendations for an offer. Departments should use the **reference check form** when completing reference checks. Three reference checks, including one from the most recent supervisor, are required prior to a job offer being extended. Completed reference checks should be maintained in the recruitment file.

Selecting a Finalist

For classified positions, departments must notify Human Resources & Payroll of the selected candidate using the online system and send copies of the screening matrix, interview notes and reference checks to Human Resources & Payroll. All search materials should be sent to Human Resources & Payroll; ATTN: Employment & Recruitment.

For faculty positions, the hiring department must complete a faculty hiring proposal and route it to the Office of the Provost. **The offer must then be approved by DEI before extended to the individual.** The hiring department must maintain all recruitment files for one year, however, can send these materials to Human Resources & Payroll; ATTN: Employment & Recruitment. A copy should be also kept in department in either event.

Interviewed – Not Selected Applicants that were interviewed but not selected should be contacted by the hiring department once the offer has been accepted. **The hiring department must update all remaining candidates using the Reasons for Not Selecting.** Materials for all applicants who were interviewed, but not selected, must be included with the packet sent to HR.

Finalizing the Hiring Process New employees hired into benefit-eligible positions must complete required paperwork including but not limited to: W-4/VA-4, Form I-9, benefit forms, selective service, etc. For the I-9, the Immigration Reform and Control Act requires an employee to complete an I-9 no later than close of business on the first day of work, and employers to certify the I-9 no later than the close of business on the third day of work.

New Hires New faculty and staff employees will need to come to Human Resources on their first day of work to complete section 2 of their I-9. Please email hr@gmu.edu if you have any questions regarding the completion of your I-9. If you are a foreign National employee, please email the

International Tax Office if you have any questions regarding the completion of your i9, prior to your first date of employment at inttax@gmu.edu.

Criminal Background Check

New faculty and staff in selected positions or departments are required to undergo a criminal background check, which may include a credit check. Please refer to University Policy Number 2221 for more information.

Wage Employees State policy limits wage employees to 1500 hours of work in a 365 consecutive day period commencing from the date of hire. The duration of this position is determined by continuous need and funding availability, as well as job performance, and is considered “at will.” Student Wage employees may not work for more than 20 hours per week while school is officially in session. *For additional information, please see* Administrative Policy 2222 – Student Wage Employment and Administrative Policy 2217 – Wage Employment (Non Student)

Restrictions on Employment

Employment of Minors

Consistent with federal and state law, the minimum hiring age for University employees is 14 years of age. Please consult with University Human Resources for limitations on permissible hours and times of day for 14- and 15-year olds. Certain positions that require the use of hazardous equipment or involve exposure to hazardous materials may require a minimum age of eighteen years. The hiring department must be knowledgeable about federal and state regulations pertaining to minors with reference to hours of work, time records requirements, hazardous occupations, payment of wages, establishment of regular pay period, equal pay without regard to sex, discrimination because of physical handicaps, and the Minimum Wage Act (Code of Virginia §40.1-28.8 et seq.) and the Federal Fair Labor Employment Act 29 U.S.C. §201 et. Seq.).

Employment of University Retirees Retired employees should note that based on IRS rulings, Mason is required to establish a bona fide break in service prior to a retiree’s return to work in a noncovered part-time position (e.g. wage positions, not to exceed an average of 28 hours per week and 1500 hours per fiscal year). This means that the retired employee and their employer must not have a predetermined date for the retired employee to return to non benefit-eligible employment, and that the retired employee must be off the payroll for no less than 30 days. For those employee’s on a 9- month contract a bona fide break in service is considered to be one semester. Also, the retired employee must not have the same duties or hours that were performed prior to retirement. Without this break in service, the retired employee will not be considered to have retired and the employee will not be permitted to begin their retirement benefits until the required break has occurred (Handbook for Members Virginia Retirement System, 2006-2007, p. 45).

Employment of Spouses and Dependents The University adheres to the State and Local Government Conflict of Interests Act (Va. Code §2.2-3100 et seq.), which states that an employee shall not be in a position to exercise any control over the employment or the employment activities of a member of his/her immediate family and the employee is not in a position to influence those activities. Exercising control over the employment or the employment activities of an employee includes, but is not limited to, making decisions regarding initial appointment, retention, promotion, salary, leave of absence, and evaluation. For purposes of this policy, a member of the immediate family is defined (per the State and Local Government Conflict of Interests Act) to include an employee’s spouse and any other person residing in the same household as the employee who is a dependent of the employee or of whom the employee is a dependent. A dependent is a person,

whether or not related by blood or marriage, who receives from the employee or provides to the employee more than one half of his financial support.

Federal Contractors and Subcontractors

Federal contractors and subcontractors may be subject to E-Verify. E-Verify is an Internet based verification system operated by the Department of Homeland Security (DHS) in partnership with the Social Security Administration (SSA) that allows participating employers to electronically verify employment eligibility.

The Immigration Reform and Control Act (Applies to International Students)

The Immigration Reform and Control Act requires employers to verify employee identity and U.S. employment eligibility, commonly known as a Form I9 whether you are a U.S. citizen or not. As such, the individual must present original (not photocopied) documents for verification on the first day of employment. Please review the list of acceptable documents. Employment is contingent upon receiving work authorization from U.S. Citizenship and Immigration Services. The Office of International Programs and Services (OIPS) at George Mason University can answer any questions you may have regarding employment authorization for international wage hires. OIPS will prepare the form I-9 before the individual begins working. OIPS Staff can be reached at (703) 993-2949.

Roles and Responsibilities

Hiring Department Responsibilities

The hiring department must adhere to University recruiting and hiring policies and procedures and must treat all candidates in an equitable and unbiased manner. The hiring department must complete necessary trainings sponsored by Human Resources & Payroll and Diversity, Equity, and Inclusion (DEI). The hiring department must contact applicants that were **interviewed in person** but not selected for the position. This can be communicated via email or sent via U.S Postal Service. See Interviewed But Not Selected. The status of those applicants that were not considered or interviewed in person should have updated Reasons for Non-Selection.

Diversity, Equity, and Inclusion The primary responsibility of Diversity, Equity, and Inclusion (DEI) regarding hiring is to ensure that equal employment opportunity practices are followed at all times. To that end, DEI will assist in designing and planning recruitment policies, procedures, and strategies to monitor hiring practices relative to equal employment opportunity. Diversity, Equity, and Inclusion will provide search process briefings in conjunction with the Human Resources & Payroll Department to review best practices for conducting searches/interviews and hiring. When needed, DEI will define underutilized job classifications and work with hiring departments to help diversify candidate pools. Diversity, Equity, and Inclusion will approve requests for internal faculty searches and approve faculty requests to hire.

Legal Requirements Diversity, Equity, and Inclusion will participate in monitoring the recruitment, selection, and hiring process to ensure that procedures are consistent with the University's equal opportunity requirements. Diversity, Equity, and Inclusion will provide training regarding applicable laws and best practices for search processes. Diversity, Equity, and Inclusion will investigate allegations of illegal discrimination in the recruitment, selection, or hiring process if based on a violation of Mason's Nondiscrimination policy found at <http://www.gmu.edu/facstaff/policy/newpolicy/1201gen.html>.

Human Resources Responsibilities:

Advertising Positions Human Resources & Payroll will announce eligible vacant positions on the University's employment website and may advertise with other appropriate outside venues, when applicable. Human Resources will advise hiring managers on best practices for recruitment and interview techniques, tools and resources as well as approve the terms and approve hiring incentives (annual leave only) prior to extending the official job offer. Human Resources & Payroll will advertise classified positions through the Department of Human Resource Management (DHRM). Human Resources & Payroll will maintain the online system used for submitting requests to recruit, advertising positions, and submitting hiring proposals. Human Resources & Payroll will offer briefings for the search process in conjunction with Diversity, Equity, and Inclusion and assist with the placement of advertisements to reach the widest pool of qualified candidates. Human Resources & Payroll Leadership will oversee the recruiting and hiring process to assist with compliance of the provisions contained in this policy. In addition, they will serve as a backup for internal faculty search approval.

Legal Requirements Human Resources & Payroll will train University staff in conjunction with Diversity, Equity, and Inclusion on current recruitment policies and procedures, including interviewing, selection, and record keeping requirements. Human Resources & Payroll will monitor proper documentation of the selection process and extend job offers to selected candidates for Classified Staff searches. As previously mentioned, requests for faculty hires will be routed through The Office of the Provost as well as DEI after which the offer is extended by the hiring department.